



# CITY PRECINCT FUTURE VISION AND 5-YEAR PLAN

30/08/2021



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Revision	Date	Title	Description
A	25/6/21	Draft Future Vision and 5-Year Plan	For client review
B	29/6/21	Future Vision and 5-Year Plan	Updated Report
C	30/8/21	Future Vision and 5-Year Plan	Final Report

*Village Well respectfully acknowledges the Traditional Owners of the land, **the Boon Wurrung and Woiwurrung peoples of the Kulin Nation** and pays respect to their Elders, past, present and emerging.*



# I.O INTRODUCTION

*Building a strong network and community of bespoke small businesses, and creatively supporting them to thrive.*

City Precinct connects Melbourne CBD's small businesses, facilitates relationship building by hosting educational and networking events and provides support services to its members. City Precinct also acts as a communication channel between its members and the City of Melbourne ('CoM'). City Precinct informs and empowers its members through regularly updating them on current issues, opportunities and information that may affect their businesses. City Precinct is the glue that brings together the bespoke, niche, local and independent retailers scattered throughout the CBD. City Precinct is a precinct business association recognised by the CoM and as such is a recipient of the Precinct Development Program annual funding.

City Precinct has been working to develop a strong and compelling future Vision and Strategic Plan to guide activities, actions and budgeting over the next five years. With the effects of the COVID-19 pandemic being felt throughout the city, it is small businesses who have suffered significantly due to lockdowns, rent pressures, and lack of tourists, Melburnians and office workers returning to the CBD. In this context, a forward-facing plan that aims to support and strengthen small businesses is integral to the overall renewal of the CBD.

The role of City Precinct is to nurture, nourish and connect small business to empower and upskill them to thrive. This network of small businesses is like a string-of-pearls of distinct experiences that become the lifeblood of the city. The hundreds of small trader stories become a point of difference for the city to provide an ant track of experiences for local residents, office workers, suburban visitors and others in the CBD.

In this context, City Precinct has engaged Village Well to lead a visioning process to develop an inspiring new vision and strategic and implementable 5-Year Plan.

## Purpose

The overall objective of the plan is to revitalise the CBD by supporting City Precinct members, building and growing its member base to form a strong network of thriving small businesses and develop and grow the services offered to members.

## Methodology

The future vision and strategic 5-Year Plan for City Precinct has been developed through ongoing communication with the City Precinct board and two engagement sessions with City Precinct members.

## This Report

This report provides the strategic context of the CBD as it relates to City Precinct, which feeds into and informs the vision, principles and objectives for the next five years, and the strategies to achieve them. This report has been prepared by Village Well in consultation with the City Precinct board and members.



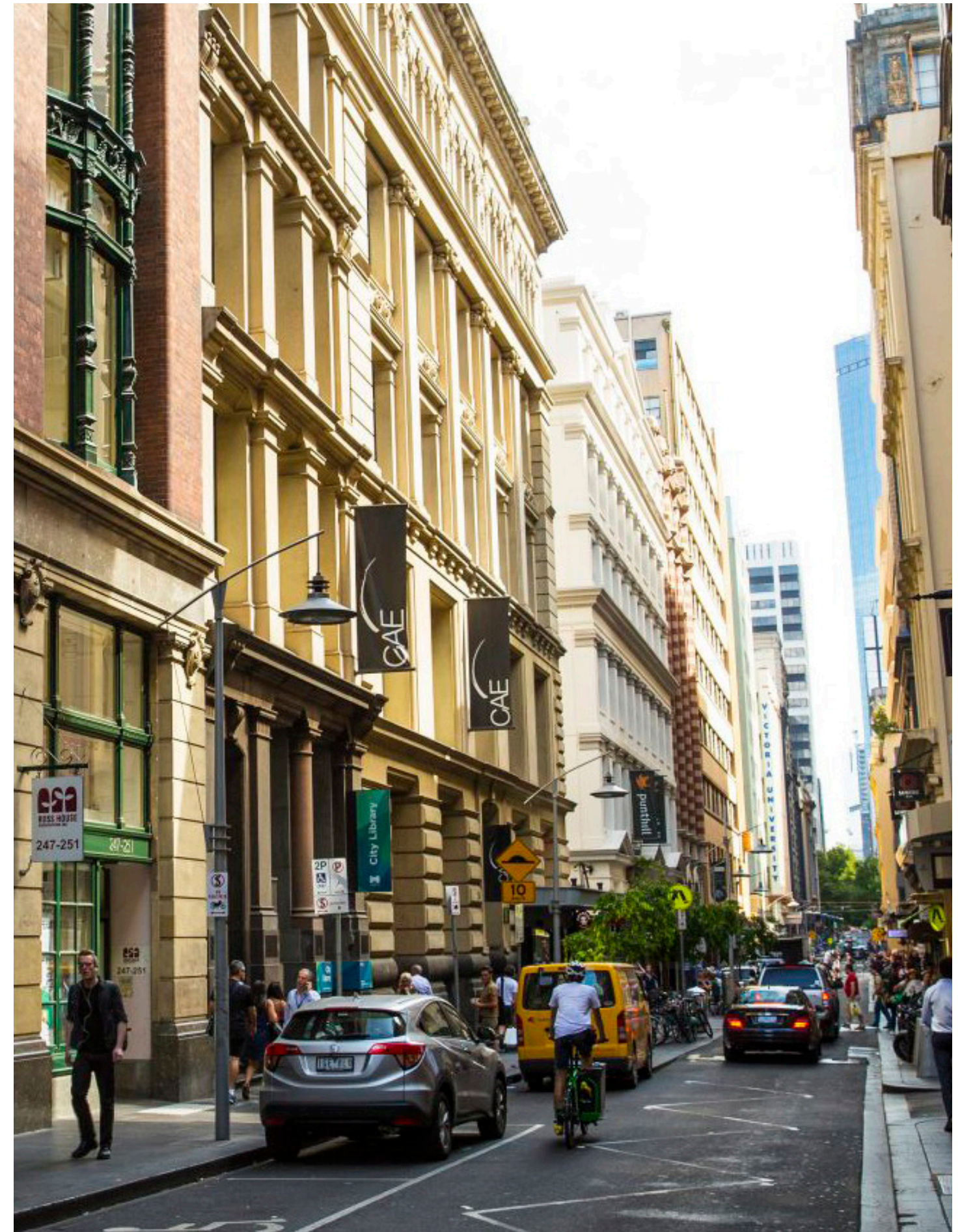


## 2.0 UNDERSTANDING THE PLACE

To understand the current context and future potential of City Precinct, Village Well conducted desktop research and engaged with members regarding current issues and challenges, future opportunities and aspirations.

This section presents the key research findings and is divided into three parts:

- 2.1 Lay of the Land;
- 2.2 Place Experience Today;
- 2.3 Engagement Summary.





# 2.3 Lay of the Land

The 5 P's of Placemaking are a contextual lens and framework to understand the current trends, issues, and opportunities of a place. It describes the unique characteristics of the area, and what makes it so unique and special.



## People

### Traditional Custodians of the Land

- The Bunurong Boon Wurrung and Wurundjeri Woiwurrung peoples lived on the land that is present-day Melbourne for tens of thousands of years, prior to colonisation.
- The CBD was a historic meeting place and site of cultural importance for Indigenous people.

### Melbourne CBD Demographics

- The CBD is culturally diverse, with only 14% of residents born in Australia. The majority of CBD residents have Chinese ancestry- almost 40%, followed by much lower percentages of English and Indian.<sup>1</sup>
  - Melbourne is home to a young residential population, the median age is 26 and over 54% of the population are between 20 and 29 years of age.<sup>1</sup>
- ### Fall in Foot Traffic
- Lockdown restrictions due to the pandemic have seen a significant fall in pedestrian traffic in the CBD: The 4-week average pedestrian count along Collins St North for May 2021 was 777 compared to May 2019, which was 1,128. The 52-week average being approximately one-third of what it was in 2019.<sup>2</sup>
  - A key contributing factor of the fall in foot traffic is the lack of office workers who have not yet returned to the CBD for work full time.

## Planet

### Bunurong Boon Wurrung and Wurundjeri Woi Wurrung Country

- Before colonisation, Melbourne's CBD was home to productive billabongs, creeks, swamps, and lush greenery. Teeming with wildlife, Melbourne was known as a 'temperate Kakadu'.<sup>3</sup>

### The Evolution of the Birrarung

- Birrarung, or the Yarra River, is one of Melbourne's most iconic features. For thousands of years, it supported Aboriginal people's livelihood and was an important site for cultural, social, and economic exchange.

### Sustainable CBD

- Melbourne has been increasingly embracing sustainable practices and behaviours.
- CoM implemented the Degraes Street Recycling Facility which aims to change the waste and amenity culture in the cafe precinct of the CBD. The facility processes plastics, paper, cardboard, glass, and organic waste from surrounding businesses.
- CBD residents and small businesses are eligible for 50% off worm farms, bokashi, and compost bins.

### Melbourne Goes Green

- The CoM Green Your Laneway program capitalises on the potential of the City's laneways by helping to transform them into lush green spaces that can be enjoyed by everyone.
- Several initiatives are underway to increase the tree canopy cover in the CBD, including planting 3,000 trees annually. This is to achieve the CoM's target of doubling the CBD tree canopy cover 2040.



Birrarung Falls



Guilford Lane - Green Your Laneway



Degraes waste facility



## 2.1 Lay of the Land

### Physical Environment

#### Development in the CBD

- The Metro Tunnel developments in the CBD, while improving the public transport network, have disrupted small businesses, including reducing foot traffic and detracting away from businesses due to physical barriers and noise pollution. With a large amount of the planned works still remaining, the issues related to construction will keep impacting CBD businesses for a while to come.
- The CBD is home to significant commercial and residential developments, which continue to shape the fabric of the city.

#### CBD Streets

- Little Streets is a CoM program that aims to improve pedestrian safety by reducing the speed limit and creating more space to bring the streets to life through improved amenity and infrastructure.
- During the COVID-19 pandemic, CoM has been facilitating the roll-out of outdoor dining to support businesses. Actions include waiving the outdoor dining permit fee. However, work is now underway to re-introduce the outdoor cafe fees and new fees for extended outdoor dining.

#### Empty Shopfronts

- As a result of the effects of COVID-19, the CBD has a disproportionate number of vacant shopfronts, which detract from the vibrancy and attractiveness of the city.
- However, the CoM has been working with local artists, precinct associations and the commercial real estate industry, with the aim to transform empty shopfronts into temporary creative spaces to revitalise the city.

### Program

#### Laneway Culture

- Melbourne's distinct network of Laneways is home to many eclectic small businesses which activate the street frontages. With colourful street art lining the streets and creative activation, laneways have become synonymous with Melbourne's CBD.

#### A Vibrant and Diverse Events Scene

- There is a range of events and activities that take place in the CBD, both large and small, that the City Precinct Association can tap into.
- Many large-scale events take place across the city, activating it and enticing many people to come in and celebrate. Some of these include White Night, Moomba, the Comedy Festival, Melbourne International Film Festival, Chinese New Year, and Melbourne Food and Wine Festival. A range of smaller cultural events takes place at Federation Square.
- Additionally, the CBD is home to many and various protests in which people come from all over Melbourne to attend.

#### COVID Recovery Activities

- The Flinders Quarter Augmented Art Walk is an exhibition that aims to support businesses in the CBD by taking visitors on a journey through the precinct to unlock each artwork, providing a prize to anyone who finds all 12 artworks.
- CoM's COVID-19 Reactivation and Recovery Plan highlights the immediate actions the CoM aims to take to respond to the pandemic crisis. The Plan outlines a number of activities to reactivate the city, specifically to promote and stimulate city businesses through the 'What's On' marketing program.

### Product

#### Small and Bespoke Businesses

- The plethora of small and independent businesses hidden away in laneways and backstreets makes Melbourne the buzzing and exciting destination it is. Melbourne's reputation as a place for surprise, discovery, and delight is created by its distinct offering of quirky businesses – they are the lifeblood of the city.

#### Tourism

- Before the COVID-19 pandemic, Melbourne attracted a range of local and international tourists. Some small businesses were reliant on Melbourne's tourism.

#### A Diverse Mix of Businesses

- The Melbourne CBD is a destination for retail, service providers, entertainment, food and beverage, and events. Home to some of the largest retailers in the city, as well as a diverse variety of services and amenities, destination cafes, restaurants and bars, theatres and various events. Many suburban Melbournians make their way to the city for a day trip to experience all it has to offer.

#### REFERENCES:

1. <https://forecast.id.com.au/melbourne/about-forecast-areas?WebID=140>
2. [http://www.pedestrian.melbourne.vic.gov.au/?\\_ga=2.5261811.1185991354.1623289436-1814299861.1623289436#date=12-05-2021&sensor=Col270\\_T&time=10](http://www.pedestrian.melbourne.vic.gov.au/?_ga=2.5261811.1185991354.1623289436-1814299861.1623289436#date=12-05-2021&sensor=Col270_T&time=10)
3. <https://www.foreground.com.au/planning-policy/reimagining-australias-temperate-kakadu/>



Small bespoke businesses in the CBD



White Night



COVID challenges – empty shopfronts



# 2.2 Place Experience Today

## Map of City Precinct Members

This map shows the City Precinct members, categorised by industry. The map shows that there are clusters of City Precinct members, and that majority of members are located in the South East of the CBD. City Precinct’s current membership base is quite broad, although the majority of businesses are considered retail, there are also a number of service and hospitality providers. This map provides the current context of City Precinct members and highlights the potential for membership to grow and expand into other corners of the city.

### Legend

- Hospitality
- Tours
- Retail
- Service
- Accommodation








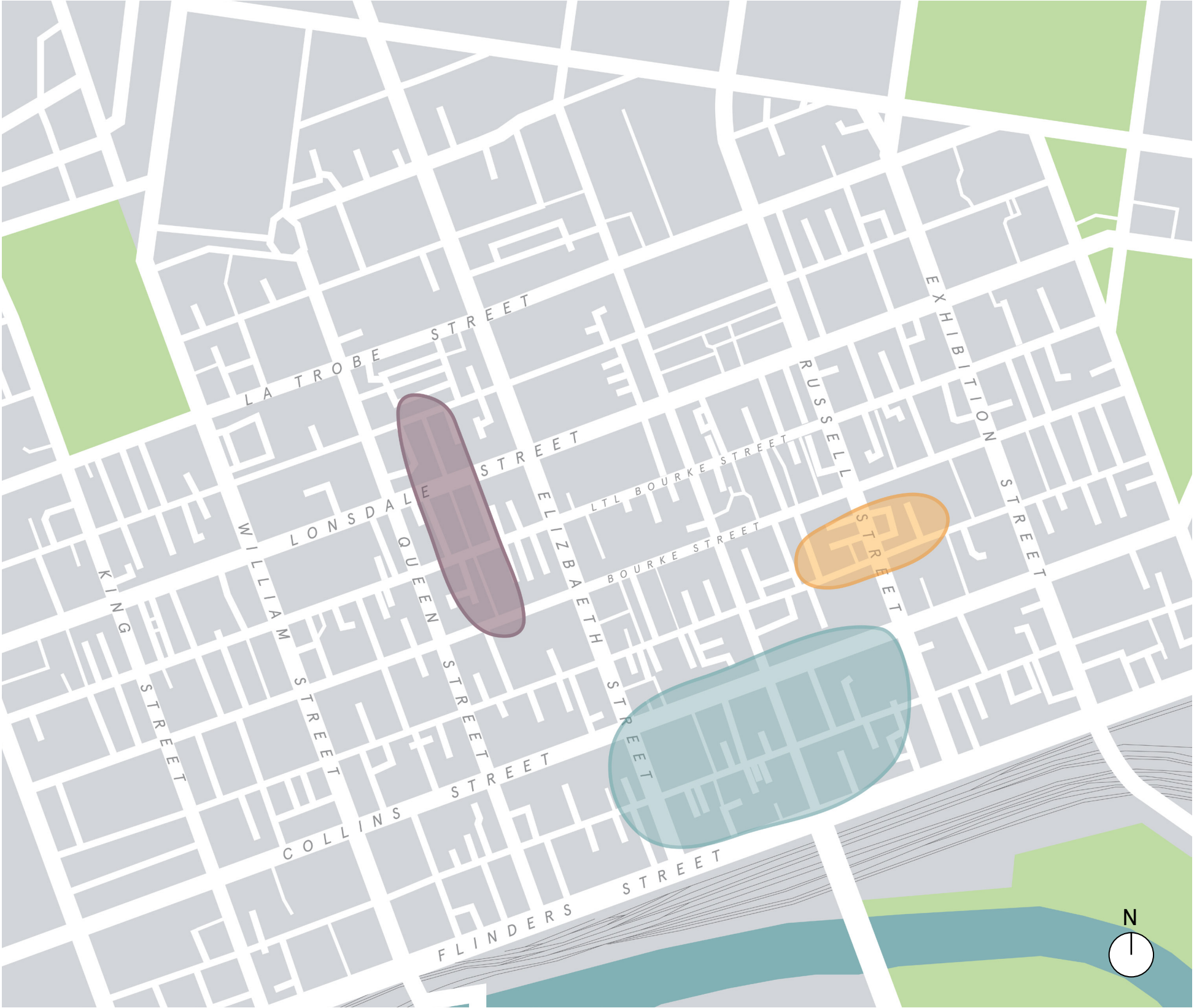
# 2.2 Place Experience Today

## Map of City Precinct Activation Zones

This map depicts the City Precinct key activation zones to support groupings of members. These zones have been formed based on the clustering of members in these key areas. The aim is to focus on these key areas initially, and as membership grows establish more activation zones to focus efforts and support continued groupings of members.

### Legend

-  Bourke Hill
-  Flinders Quarter
-  Kirk's Quarter





# 2.5 Engagement Summary

This section provides a snapshot of key findings from the Visioning Workshop held on May 4th, 2021. It represents the thoughts, aspirations and ideas generated by City Precinct members who participated in the workshop.

## Aspirations overall

Aspirations for City Precinct overall are described below.

- Fostering a relationship with the residential community
- Embracing local visitors
- Increasing brand awareness and recognition
- Tapping into international students as a customer base
- Strengthening the City Precinct community and network
- Increasing the number of City Precinct members.

## A Day in the Life

The 'Day in the Life' activity asked participants to map details of ideal future scenarios from the perspective of a future customer. The following experiences, qualities and attributes emerged as shared aspirations of participants.

- Sense of discovery and delight
- The city as a destination for unique experiences
- City Precinct connects traders, fosters comradery and facilitates opportunities for unique experiences
- Greenery and trees
- Laneway activation
- Digital and interactive art/installations
- The city is welcoming and inclusive
- Diverse and quality food options
- Small producers/retailers are celebrated
- Multiple modes of transport are accommodated
- Thriving night-time economy.

## Opportunities and Challenges

Key opportunities and challenges help inform the future of City Precinct.

### Opportunities

- Collaborations
- To build a community of small businesses
- Council support
- Empower and upskill members
- Engage with locals
- Buy local campaigns
- Tell the local businesses' story.

### Challenges

- Managing the needs of a diverse membership
- Lack of office workers in the CBD
- Time commitments of members
- Limited member engagement
- Lack of foot traffic
- Lack of brand awareness.

## Measures of Success

Measures of success describe the optimal outcomes of the 5-Year Plan.

- Membership engagement and retention
- Council accepts and support ideas
- Tangible evidence of marketing
- Brand/public awareness
- Customer acknowledgment of City Precinct
- Ability to engage more paid staff.

A second workshop took place online on June 3rd, 2021. The purpose of that workshop was to share and test the draft vision, principles and key actions included in the 5-Year Plan. Feedback from the workshop formed a new direction for City Precinct to focus on business to business activities and support, and shifted the focus of the 5-Year Plan to achieve this new direction.

"The footpaths share heritage moments and proprietor stories to encourage respect and appreciation of retailers "

" Finding the artesian maker, vendor in a city that is green, light and passages lead to further mystique and wonder"

"The experience is intangible but heartwarming"





# 3.0 FUTURE VISION & PRINCIPLES

The following section includes a vision for City Precinct, as well as supporting principles. These describe the essence for what City Precinct will be like in future and have been generated in response to research and engagement with members. The vision and principles reflect the decision that City Precinct will be focusing on providing business to business support to equip members with the tools to reach their customers and empower them to make their business thrive. It is about attracting and retaining small businesses in the city. The principles are guided by and feed into the vision, and establish a clear direction for the types of activities included in the 5-Year Plan.

City Precinct is...  
**Melbourne’s inspiring and collaborative 21st century community of thriving and creative bespoke businesses.**

01

**A storyteller**

City Precinct is a voice for small businesses in Melbourne, City Precinct tells the stories of Melbourne’s small and quirky traders both past and present.

02

**Collaborative and empowering**

A collaborative and supportive environment built around mutual exchange and learning amongst traders.

03

**Innovative and upskilling**

Providing opportunities for members to learn and grow, equipped with tools to innovate, and creatively propel their business to success.

04

**Generous and gifting**

Members are inspired and engaged to give back and share their expertise and knowledge with other members, and gift back to the wider community.

05

**Social and inclusive**

City Precinct encourages social interaction and fosters comradery amongst traders.

06

**Engaging and Informative**

Members are engaged on a continuous and regular basis to gather understanding of their day to day challenges and insights running a small business.



# 4.0 5-YEAR PLAN

This section presents the key actions, activities and strategies for City Precinct’s strategic 5-Year Plan, divided into seven sections:

- 4.1 Key Objectives;
- 4.2 Key Directions;
- 4.3 Financial Strategy;
- 4.4 Membership;
- 4.5 Organisation Structure;
- 4.6 Position Descriptions;
- 4.7 Timeline of Activities;
- 4.8 Matrix of Activities.





# 4.1 Key Objectives

Drawing from findings from the workshops, five key objectives were created to ensure the activities identified in the 5-Year plan meet the needs of City Precinct and contribute to achieving the overall vision for the Precinct.



# 4.2 Key Directions

This section provides an overview of the key directions for the 5-Year Plan, with specific actions outlined under each key direction which will be implemented over the five years. These directions are further expanded upon in section 4.8 – Matrix of Events and Activities, indicating which year each of these activities should be implemented, as well as budget and resourcing.

## Marketing

1. Conduct market research.
2. Create a marketing plan.
3. Post two times a week on Instagram and Facebook
  - Use hashtags, geotags and repost on social media
  - Use social media management software to plan posts and post simultaneously on all social media
  - Regularly track social media analytics
  - Maintain the website and update regularly.
4. Produce City Precinct window decals and stickers.
5. Investigate partnering with bloggers, vloggers, CBD News, concrete playground, urban list and broadsheet for promotion.
6. Member Instagram takeover.

## Member Benefits

7. Conduct regular market research.
8. Establish a member care package.
9. Establish City Precinct Mini Masterclasses.
10. Continue regular social events for members to network.
11. Establish City Precinct Discount Cards.
12. Establish City Precinct Goes Green – helping businesses to become sustainable and green
  - Create a green business guide
  - Host informational sessions on greening your business easily and quickly.

## Public Facing Activities

13. Themed walking tours.
14. Establish City Precinct Small Business Award.
15. Partner with CoM on the Shopfront Activation Program.
16. Partner with CoM to deliver streetscape improvements in activation zones.
17. Partner with CoM to deliver public realm activations in activation zones.

18. Partner with CoM to establish the History of Small Traders Project
  - Research history of small traders
  - Partner with CoM to commission outdoor paving or mural commemorating small businesses.

## Membership Drive

19. Create an induction plan for new members.
20. Clearly outline member benefits.
21. Introduce Associate Memberships.
22. Create a one page flyer to give to potential members.
23. Create an email template to send out to potential members.
24. Clearly defined target market of potential members.
25. Email and phone potential member campaign.
26. In-person visits to potential members.
27. Create a referral program to drive new members.

## Organisation Development

28. Hire a part-time community manager.
29. Seek new funding and revenue streams.
30. Manage and maintain membership data.

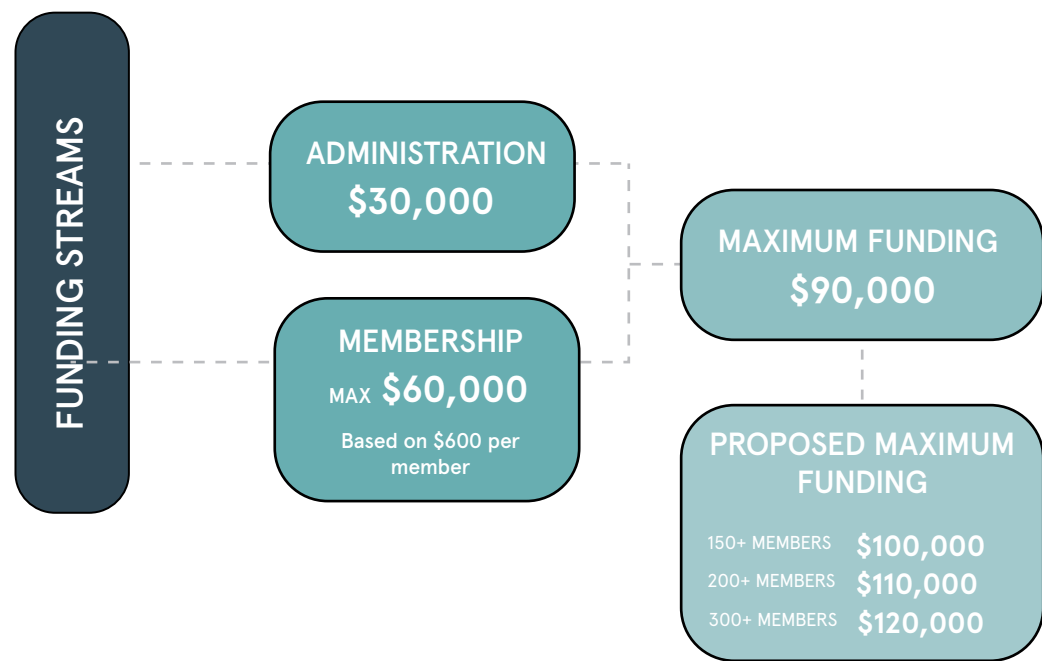
## Communication and Engagement

31. Create a communication plan
  - Regular communication with members via email and the Facebook Group
  - Create a City Precinct Whatsapp group
  - Regular communication with CoM.
32. Strengthen and activate the City Precinct Facebook group
  - Post two times per week on the City Precinct Facebook Group
  - Engage regularly with members on the Facebook Group
  - Utilise the polls feature on Facebook for member engagement.
33. Share member stories on the Facebook group.



### 4.3 Financial Strategy

City Precinct currently has a budget of \$62,250. CoM provides two funding streams; administrative funding and membership funding. The maximum \$90,000 is proposed to increase for Years 3-4 of the new program based on the number of members. Therefore, it is important that the 5-Year Plan focuses on growing membership, but also efforts to seeking alternative funding streams. Some strategies to attract more funding include crowdfunding initiative and also applying for business grants.



### 4.4 Membership

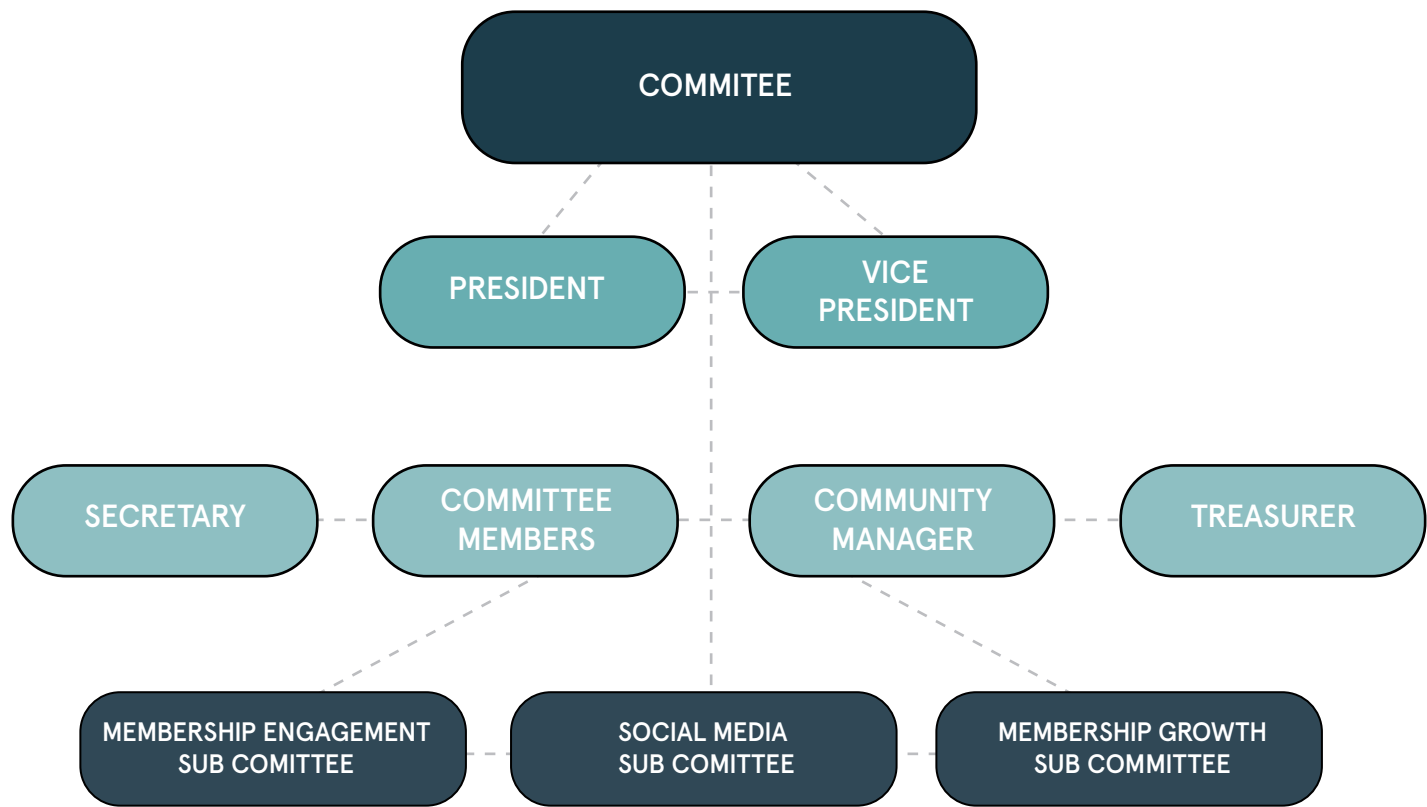
Membership qualifications clearly define who City Precinct is for and the types of businesses City Precinct is aiming to attract through the 5-Year Plan. While it is important that City Precinct has a clear identity and direction, in order to grow, the Precinct must attract different types of businesses. To open up the Precinct for greater support, the decision to re-introduce Associate Memberships has been made. Associate Members are those individuals who do not meet the formal membership criteria but want to meaningfully participate in and support City Precinct in some way.

**Membership Criteria:**

- Business located in postcode 3000/3001 OR deriving more than 60% of its revenue from postcode 3000/3001.
- Fewer than 20 full-time equivalent employees.
- Independent business.
- Non-franchise business.

### 4.5 Organisation Structure

This section provides an outline of the City Precinct organisation structure, including the new recommended community manager role.



### 4.6 Position Descriptions

This section provides position descriptions for the current paid role and envisioned second paid role at City Precinct; Secretary and recommended Community Manager. A key action outlined in Year 1 of the 5-Year Plan is to hire a part-time Community Manager who would act as a point of contact for City Precinct members. It is important for members to have a regular communication from a single point of contact from City Precinct. This section provides a description of key responsibilities of both roles. The community manager also runs all the events and activities aiming to support the growth and development of the members businesses and work to attract new members to City Precinct.

**Secretary**

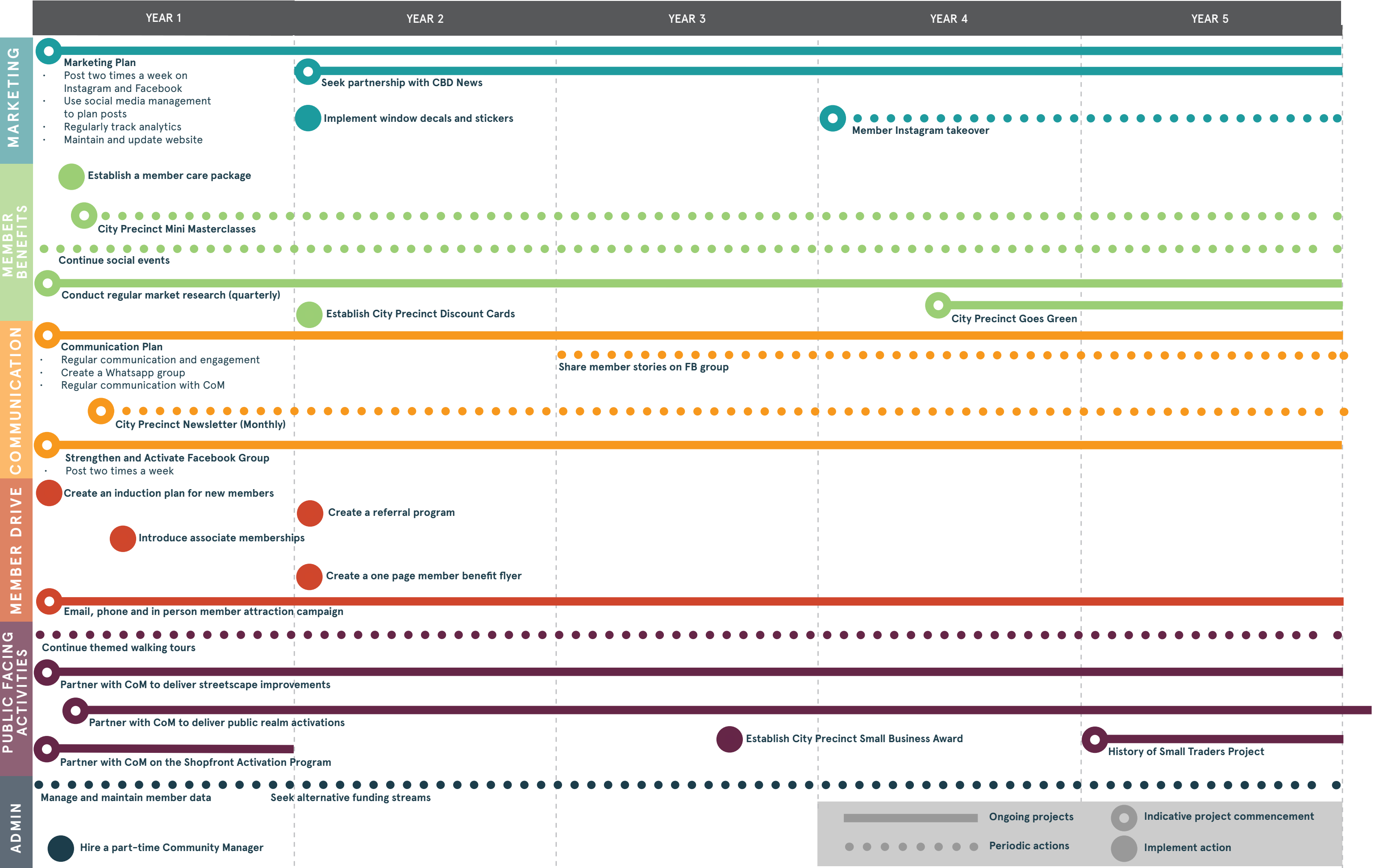
- Manage and maintain City Precinct marketing, including managing the social media channels.
- Administrative tasks and support.
- Securing funding.
- Grant applications.
- Manage external facing events and activities.

**Community Manager**

- Regular communication with City Precinct members.
- Manage and maintain City Precinct news.
- Manage and curate events and activities for members.
- Liaise with the City of Melbourne regularly.
- Manage member engagement.
- Supporting members.
- Connecting members with other members.



4.7 Timeline of Activities





## 4.8 Matrix of Activities – Year 1

The focus of the first year is to provide immediate support and resources to City Precinct members. Due to the disproportionate impacts of COVID-19 on small businesses in the CBD, City Precinct has an important role to support its members. Additionally, Year 1 of the plan is about implementing strategies to attract more members and secure funding. This year is about setting systems in place to streamline City Precinct processes and establish structures to support members, facilitate membership growth and establish a solid foundation to build upon.

### OBJECTIVES:



MARKETING



MEMBERSHIP  
DRIVE



COMMUNICATION  
& ENGAGEMENT



MEMBER BENEFITS



ORGANISATION  
DEVELOPMENT



PUBLIC FACING  
ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	<b>Hire a Part-Time Community Manager</b>	The community manager's role is to be a point of contact for members and organise member events and activities. They are a personal point of contact for members, through which all organisational communication is run. See job description on page 10.	<ul style="list-style-type: none"> <li>Advertise job position.</li> <li>Conduct interviews.</li> <li>Hire community manager.</li> </ul>	Secretary and the board	Two months	\$20-30,000
	<b>Establish City Precinct Mini Masterclasses</b>	The City Precinct Mini Masterclasses aim to support members in creating successful and thriving businesses. The classes should be offered based on the needs of the members. These are social, engaging and network events facilitated by experts in their respective areas. Year 1 should focus on providing direct and relevant support to businesses by covering topics such as: <ul style="list-style-type: none"> <li>Finance for Small Business</li> <li>Marketing: Social Media and Storytelling</li> <li>Visual Merchandising and the Customer Experience.</li> </ul>	<ul style="list-style-type: none"> <li>Create a Facebook poll to gather areas of interest or current needs of members.</li> <li>Engage an expert and experienced facilitator to conduct the masterclass.</li> <li>Plan the event, e.g. location and catering.</li> <li>Conduct marketing and communications to the members.</li> </ul>	Community manager	Quarterly	\$10,000
	<b>Establish a Member Care Package</b>	Provide 1 on 1 coaching and tailored support for businesses in need. The care package application is emailed to members and the City Precinct board votes on who should receive the package. Options for support include: <ul style="list-style-type: none"> <li>Financial planning and advice</li> <li>Mystery shoppers</li> <li>Business repositioning</li> <li>Marketing and Social Media.</li> </ul>	<ul style="list-style-type: none"> <li>Generate partnerships and funding streams.</li> <li>Produce the application for the care package.</li> <li>Communication with members</li> <li>Choose recipients for the package.</li> </ul>	Community manager and the board	Three months	\$5,000
	<b>Establish 'City Precinct News'</b>	A regular email newsletter ensures members are consistently updated and engaged. It also streamlines communication so members are not inundated with numerous emails.	<ul style="list-style-type: none"> <li>Set up a Mailerlite template.</li> <li>Regular updates covering upcoming events, information from CoM and other relevant organisations such as Small Business Victoria, and general issues/events that may effect members.</li> </ul>	Secretary	Bi-monthly or monthly	N/A
	<b>Conduct Regular Market Research</b>	Conduct quarterly market research and monitor social media analytics to understand City Precinct's key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"> <li>Work with CoM to access data.</li> <li>Share data with members.</li> <li>Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li> </ul>	Community manager	Quarterly	N/A optional \$5,000
	<b>Create a Communication Plan</b>	Create a communication plan to guide communication with members and facilitate regular interaction and engagement with members. The guide should also cover communication and engagement with City of Melbourne. Members should be regularly engaged on issues or concerns which can be passed on to the CoM.	<ul style="list-style-type: none"> <li>Regular communication and engagement with members via email and the Facebook Group.</li> <li>Create a City Precinct Whatsapp group.</li> <li>Regular communication with CoM.</li> </ul>	Secretary	Ongoing	N/A
	<b>Create a marketing plan.</b>	Establish clear marketing guidelines and actions for City Precinct. Focus on strengthening all social media channels through regularly updating and maintaining them with relevant content directed at both members, customers and potential members. A core element of marketing and communication should be the narrative of storytelling and celebrating the small businesses in the city.	<ul style="list-style-type: none"> <li>Post three times a week on Instagram and Facebook, focusing on highlighting members and reposting member content.</li> <li>Using tactics such as hashtags and geo-tagging to increase Instagram presence.</li> <li>Use social media management software to plan posts and post simultaneously across multiple channels.</li> <li>Regularly track social media analytics, and identify gaps and opportunities.</li> <li>Go on a paid CRM plan.</li> <li>Maintain the website and update regularly.</li> <li>Tailor social media posts to be in line with events in the city such as the comedy festival to promote member offerings.</li> </ul>	Secretary	Ongoing	N/A



4.8 Matrix of Activities – Year 1 continued

OBJECTIVES:

 MARKETING







 MEMBERSHIP DRIVE

 COMMUNICATION & ENGAGEMENT

 MEMBER BENEFITS

 ORGANISATION DEVELOPMENT

 PUBLIC FACING ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Strengthen and activate the City Precinct Facebook group	The City Precinct Facebook group is an easy and simple way to communicate and engage with members. Regular updates on the Facebook help to keep the page active and engaging. The polls feature is also a useful tool to engage members and gather feedback on specific topics. Posts should aim to both inform members and spark debate/conversation.	<ul style="list-style-type: none"><li>Post two times per week to feature members, provide updates and news.</li><li>Engage with members regularly by 'liking' and responding to comments.</li><li>Utilise the polls feature for member engagement - to gather opinions, feedback and ideas.</li></ul>	Community manager	Ongoing	N/A
	Membership drive	Brainstorm strategies to attract new members to City Precinct.	<ul style="list-style-type: none"><li>Clearly articulate member benefits.</li><li>Create a one page flyer to give to send to potential members.</li><li>Create an email template in Mailerlite to send to potential members.</li><li>Clearly defined target market for members and brainstorm target members.</li><li>Email and phone potential member campaign.</li><li>In-person visits to potential member businesses to discuss City Precinct.</li><li>Introduce membership associates.</li></ul>	Community manager	Ongoing	\$3,000
	Create an Induction Plan for New Members	Ensure new members are welcomed into City Precinct.	<ul style="list-style-type: none"><li>Manage and maintain member data.</li><li>Post on social media channels featuring the new member.</li><li>Send a personalised welcome email.</li><li>Invite them to the Facebook group.</li><li>Phone call welcoming the new member and also ascertain why they joined.</li><li>Add their business to the City Precinct website.</li></ul>	Community manager	Ongoing	N/A
	Manage and Maintain Member Data	Regularly managing member data ensures City Precinct has an understanding of membership growth or loss.	<ul style="list-style-type: none"><li>Track loss of members.</li><li>Send out survey to past members to understand why they left.</li><li>Add new member data to excel spreadsheet.</li><li>Regularly track types of members and where they are located to understand membership.</li><li>Send out surveys to gather anonymous feedback on City Precinct services.</li></ul>	Community manager	Ongoing	N/A
	Conduct Regular Market Research	Conduct quarterly market research and monitor social media analytics to understand City Precinct's key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"><li>Work with CoM to access data.</li><li>Share data with members.</li><li>Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li></ul>	Community manager	Quarterly	N/A optional \$5,000
	Collaborate with CoM on the Shopfront Activation Program.	Work with CoM to connect City Precinct businesses with the Shopfront Activation program, with many cultural and creative City Precinct members having strong potential to be involved in the program.	<ul style="list-style-type: none"><li>Liaise with City Precinct members to establish potential partnerships in the Shopfront Activation Program.</li><li>Connect City Precinct members with CoM.</li></ul>	Community Manager and CoM	Duration of the Shopfront Activation Program	N/A



4.8 Matrix of Activities – Year 1 continued

OBJECTIVES:

 MARKETING






 MEMBERSHIP DRIVE

 COMMUNICATION & ENGAGEMENT

 MEMBER BENEFITS

 ORGANISATION DEVELOPMENT

 PUBLIC FACING ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Partner with CoM to deliver streetscape improvements in the activation zones.	Liaise with CoM to deliver streetscape improvements in the key activation zones: Bourke Hill, Flinders Quarter, and Kirk’s Quarter. Focus on delivering signage in the Precinct to highlight City Precinct, as well as increased greening to beautify the streetscape.	<ul style="list-style-type: none"><li>Partner with and guide CoM to deliver informative and wayfinding signage in the key activation precincts.</li><li>Lobby for increased greening in the activation zones, including hanging baskets and diverse plantings.</li><li>Lobby CoM for regular street cleaning.</li></ul>	Community Manager and CoM	Ongoing	N/A
	Partner with CoM to deliver public realm activations.	Work with CoM to deliver public realm activations in the key activation zones. The focus of the public realm activities this year is to deliver soft-touch and low cost public realm activities to entice people back into the city.	<ul style="list-style-type: none"><li>Work with CoM to deliver a wow factor activation in Flinders Quarter, such as a seasonal flower arrangement.</li><li>Work with CoM, City Precinct members and potential members to establish a food-themed event in Hardware Lane.</li><li>Work with CoM to establish a street art competition.</li><li>Work with CoM to deliver laneway projections at night in each activation precinct.</li></ul>	Community Manager and CoM	Ongoing	N/A
ONGOING ACTIVITIES						
	Themed Walking Tours	Building and expanding upon the City Precinct’s existing walking tours. The themes of the tours should adapt and change according to the needs of customers. Working with members to produce new and different tours in response to new trends. Themes for the tour can include Fashion, Food, Cultural Delights, Discover Melbourne and Ethical Consumption.	<ul style="list-style-type: none"><li>Plan walking tour including booking.</li><li>Working with members to develop new exciting tours.</li><li>Communications and marketing.</li></ul>	Secretary	Bi-monthly	\$5,000
	Social events	Social events for members to get to know each other and connect.	<ul style="list-style-type: none"><li>Planning the events, venue and catering.</li><li>Communications.</li></ul>	Community manager	Bi-monthly	\$1,500
	Seek New Funding and Revenue Streams	Continuously seeking new revenue and funding streams. This could be through partnerships, crowdfunding or grant applications.	<ul style="list-style-type: none"><li>Initiate a crowdfunding campaign for specific events or activities.</li><li>Apply for various alternate grants aside from the CoM.</li><li>Relationship building to form partnerships.</li></ul>	Secretary	Ongoing	N/A



# 4.8 Matrix of Activities – Year 2

As impacts of COVID-19 continue to impact small businesses, providing bespoke membership support is anticipated to remain crucial in year two. Continuing to clearly define membership benefits and continuing to attract new members to City Precinct is important. Establishing the ‘City Precinct Card’ discount system is a key attractor for new members, aiming to drive membership.

OBJECTIVES:

 MARKETING










 MEMBER BENEFITS

 MEMBERSHIP DRIVE

 ORGANISATION DEVELOPMENT

 COMMUNICATION & ENGAGEMENT

 PUBLIC FACING ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Develop City Precinct Member Cards	Introduce the City Precinct member discount program, where participating businesses offer a discount to City Precinct members.	<ul style="list-style-type: none"><li>• Liase with potential participating businesses.</li><li>• Marketing and communications to members.</li><li>• Create physical card to give to members.</li></ul>	Secretary	Two months	\$500
	Produce City Precinct Window Decals and Stickers.	Increase brand awareness and recognition in the eyes of both customers and potential members.	<ul style="list-style-type: none"><li>• Design window decals and stickers.</li><li>• Produce 150 copies of window decals and stickers.</li></ul>	Secretary	Two months	\$1,000
	Create a Referral Program to Drive New Members.	Enticing new members to join City Precinct through a referral program where current members can refer a friend to both receive a discount. Members who are referred by a friend or colleague are likely to become highly engaged and stick around longer as they have a peer.	<ul style="list-style-type: none"><li>• Offer a ‘bring a friend’ discount to members.</li><li>• Create a template email for members to send to friends or potential members.</li><li>• Advertising and marketing plan.</li><li>• Host a ‘bring a friend’ event.</li></ul>	Community manager	Three months	\$2,000
	Email and Phone Potential Members Outreach Campaign.	Reaching out to prospective members through email and on the phone adds a personal touch. Clearly articulating the member benefits established in the previous year and added benefits created this year.	<ul style="list-style-type: none"><li>• Create a list of potential members.</li><li>• Update and review member benefits flyer and email template.</li><li>• Email members with member benefit flyer.</li><li>• Follow up phone call with members.</li></ul>	Community manager	Six months	N/A
	Investigate partnership with News Outlets and Social Media Influencers	Investigate the possibility of forming partnerships with bloggers, vloggers, CBD News, concrete playground, urban list and broadsheet for promotion. CBD News is the voice for 3000 and there is potential for cross-promotion with City Precinct.	<ul style="list-style-type: none"><li>• Form relationships with key people.</li><li>• Potential to promote City Precinct events, members and member stories through various platforms.</li></ul>	Secretary	Ongoing	N/A
ONGOING ACTIVITIES						
	Regular and Ongoing Communication and Marketing	Implementing the communication and marketing plan to ensure ongoing and valuable engagement with members and CoM.	<ul style="list-style-type: none"><li>• Communication and engagement with members on the Facebook Group.</li><li>• Regularly posting and sharing member content on Instagram.</li><li>• Ongoing and consistent communication with CoM.</li></ul>	Community manager	Ongoing	N/A
	Walking Tours	Continue to run the previously established walking tours. Option to update/change the tours based on new members and trends.	<ul style="list-style-type: none"><li>• Plan walking tour including booking.</li><li>• Communications and marketing.</li></ul>	Secretary	Bi-monthly	\$2,000
	Social Events	Social events for members to get to know each other and connect.	<ul style="list-style-type: none"><li>• Planning the events, venue and catering.</li><li>• Communications.</li></ul>	Community manager	Bi-monthly	\$1,500
	City Precinct Mini Masterclasses	Continue to regularly host City Precinct Mini Masterclasses based on the needs of members.	<ul style="list-style-type: none"><li>• Create a Facebook poll to gather areas of interest or current needs of members.</li><li>• Hire an expert and experienced facilitator to conduct the masterclass.</li><li>• Planning for the event; location and catering.</li><li>• Marketing and communications to the members.</li></ul>	Community manager	Quarterly	\$10,000



4.8 Matrix of Activities – Year 2 continued

OBJECTIVES:

 MARKETING




 MEMBERSHIP DRIVE

 COMMUNICATION & ENGAGEMENT

 MEMBER BENEFITS

 ORGANISATION DEVELOPMENT

 PUBLIC FACING ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	ONGOING ACTIVITIES					
	Conduct Regular Market Research	Conduct quarterly market research and monitor social media analytics to understand City Precinct’s key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"><li>• Work with CoM to access data.</li><li>• Share data with members.</li><li>• Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li></ul>	Community manager and CoM	Quarterly	N/A optional \$5,000
	Partner with CoM to deliver streetscape improvements in the activation zones.	Continue to work with CoM to deliver streetscape improvements in key activation zones responding to changes brought on by COVID-19, such as anticipated increased foot traffic.	<ul style="list-style-type: none"><li>• Lobby CoM for increased and diverse public seating in key activation zones.</li><li>• Lobby CoM to establish recycling facilities in the Flinders Quarter to process waste.</li><li>• Lobby CoM to provide creative lighting in the key activation precincts.</li></ul>	Community manager and CoM	Ongoing	N/A
	Partner with CoM to deliver public realm activations in the activation zones.	Continue to work with CoM to deliver light-touch, low-cost but effective public realm activities in the activation zones to draw people into the city and support members.	<ul style="list-style-type: none"><li>• Work with CoM to deliver wow factor and light touch activities in the activation zones.</li><li>• Tap into other events and activations.</li></ul>	Community manager and CoM	Ongoing	N/A



# 4.8 Matrix of Activities – Year 3

The focus of year three is member retention. With increased membership, it is important to make sure members feel valued and connected. Therefore, this year focuses on developing strong connections between and with members, ensuring they feel valued and important in City Precinct.

## OBJECTIVES:



MARKETING



MEMBERSHIP  
DRIVE



COMMUNICATION  
& ENGAGEMENT



MEMBER BENEFITS



ORGANISATION  
DEVELOPMENT



PUBLIC FACING  
ACTIVITIES

OBJECTIVES	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Establish City Precinct Small Business Award	This activity is about recognising the achievements of City Precinct members. The City Precinct small business award involves customers voting for their favourite City Precinct business.	<ul style="list-style-type: none"><li>Liaise with participating businesses.</li><li>Create online voting platform.</li><li>Print placards with link to online voting which can be placed in participating businesses.</li><li>Partner with CoM communications team for promotion.</li><li>Host an award ceremony event.</li></ul>	Community manager	Two months	\$3,000
	Share Member Stories	As membership builds it is important to share member stories, new and old. These stories are about members sharing their journey, insights along the way and their experience of Melbourne. This activity is by members and for members so it should be shared via the Facebook Group.	<ul style="list-style-type: none"><li>Engage with members who would like to participate.</li><li>Interview and photograph participating members.</li><li>Share snippet and photo on Facebook.</li></ul>	Community manager	Six months	N/A
ONGOING ACTIVITIES						
	Regular and Ongoing Communication and Marketing	Implementing the communication and marketing plan to ensure ongoing and valuable engagement with members and CoM.	<ul style="list-style-type: none"><li>Communication and engagement with members on the Facebook Group.</li><li>Regularly posting and sharing member content on Instagram.</li><li>Ongoing and consistent communication with CoM.</li></ul>	Community manager	Ongoing	N/A
	Walking Tours	Continue to run the previously established walking tours. Option to update/change the tours based on new members and trends.	<ul style="list-style-type: none"><li>Plan walking tour including booking.</li><li>Communications and marketing.</li></ul>	Secretary	Bi-monthly	\$2,000
	Social Events	Social events for members to get to know each other and connect.	<ul style="list-style-type: none"><li>Planning the events, venue and catering.</li><li>Communications.</li></ul>	Community manager	Bi-monthly	\$1,500
	City Precinct Mini Masterclasses	Continue to regularly host City Precinct Mini Masterclasses based on the needs of members.	<ul style="list-style-type: none"><li>Create a Facebook poll to gather areas of interest or current needs of members.</li><li>Hire an expert and experienced facilitator to conduct the masterclass.</li><li>Planning for the event; location and catering.</li><li>Marketing and communications to the members.</li></ul>	Community manager	Quarterly	\$10,000
	Conduct Regular Market Research	Conduct quarterly market research and monitor social media analytics to understand City Precinct's key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"><li>Work with CoM to access data.</li><li>Share data with members.</li><li>Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li></ul>	Community manager and CoM	Quarterly	N/A optional \$5,000
	Partner with CoM to deliver streetscape improvements in the activation zones.	Continue to work with both members and CoM to deliver streetscape improvements in activation zones in response to the needs of members.	<ul style="list-style-type: none"><li>Work with CoM to deliver streetscape improvements in response to members needs.</li><li>Continue to define key activation zones based on the clustering of members.</li></ul>	Community manager and CoM		
	Partner with CoM to deliver public realm activations in the activation zones.	Continue to work with CoM to deliver light-touch, low-cost but effective public realm activities in the activation zones to draw people into the city and support members.	<ul style="list-style-type: none"><li>Work with CoM to deliver public realm activities in activation zones in response to current trends and opportunities.</li><li>Tap into other Melbourne events and activations.</li></ul>	Community manager and CoM		



# 4.8 Matrix of Activities – Year 4

With the anticipated growth in membership and funding secured the types of activities can be upscaled. Branching out into different areas to support membership growth as well as assisting members to progress. With the context of climate change, customers increasingly expect businesses to be environmentally savvy. Small businesses are generally very low carbon and have low environmental impact. City Precinct can support businesses to tap into this powerful hyper local environmental story.

**OBJECTIVES:**


**MARKETING**












**MEMBER BENEFITS**


**MEMBERSHIP DRIVE**


**ORGANISATION DEVELOPMENT**


**COMMUNICATION & ENGAGEMENT**


**PUBLIC FACING ACTIVITIES**

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Partner with CoM to Establish City Precinct Goes Green	Supporting businesses to transform their practice to one that is green and sustainable in water, energy, recycling & composting. Partner with a green business expert to create a green business guide and host an informative session.	<ul style="list-style-type: none"> <li>Create a green business quick guide.</li> <li>Informational session on greening your business easily and quickly</li> <li>Marketing and communications.</li> </ul>	Community manager	Six months	\$4,000
	Member Instagram Takeover	Building upon the member stories in the previous year, and capitalising on increased social media presence through implementing the Marketing plan. Members takeover the City Precinct Instagram page for a day to share their day, giving insight into their daily experience and running their business.	<ul style="list-style-type: none"> <li>Communication to members to express interest in taking over the City Precinct Instagram story.</li> <li>Schedule and plan Instagram takeover.</li> </ul>	Community manager	Six months	N/A
ONGOING ACTIVITIES						
 	Regular and Ongoing Communication and Marketing	Implementing the communication and marketing plan to ensure ongoing and valuable engagement with members and CoM.	<ul style="list-style-type: none"> <li>Communication and engagement with members on the Facebook Group.</li> <li>Regularly posting and sharing member content on Instagram.</li> <li>Ongoing and consistent communication with CoM</li> </ul>	Community manager	Ongoing	N/A
	Walking Tours	Continue to run the previously established walking tours. Option to update/change the tours based on new members and trends.	<ul style="list-style-type: none"> <li>Plan walking tour including booking.</li> <li>Communications and marketing.</li> </ul>	Secretary	Bi-monthly	\$2,000
	Social Events	Social events for members to get to know each other and connect.	<ul style="list-style-type: none"> <li>Planning the events, venue and catering.</li> <li>Communications.</li> </ul>	Community manager	Bi-monthly	\$1,500
	City Precinct Mini Masterclasses	Continue to regularly host City Precinct Mini Masterclasses based on the needs of members.	<ul style="list-style-type: none"> <li>Create a Facebook poll to gather areas of interest or current needs of members.</li> <li>Hire an expert and experienced facilitator to conduct the masterclass.</li> <li>Planning for the event; location and catering.</li> <li>Marketing and communications to the members.</li> </ul>	Community manager	Quarterly	\$10,000
	Conduct Regular Market Research	Conduct quarterly market research and monitor social media analytics to understand City Precinct’s key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"> <li>Work with CoM to access data.</li> <li>Share data with members.</li> <li>Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li> </ul>	Community manager and CoM	Quarterly	N/A optional \$5,000
	Partner with CoM to deliver streetscape improvements in the activation zones.	Continue to work with both members and CoM to deliver streetscape improvements in activation zones in response to the needs of members.	<ul style="list-style-type: none"> <li>Work with CoM to deliver streetscape improvements in response to members needs.</li> <li>Continue to define key activation zones based on the clustering of members.</li> </ul>	Community manager and CoM	Ongoing	N/A
	Partner with CoM to deliver public realm activations in the activation zones.	Continue to work with CoM to deliver light-touch, low-cost but effective public realm activities in the activation zones to draw people into the city and support members.	<ul style="list-style-type: none"> <li>Work with CoM to deliver public realm activities in activation zones in response to current trends and opportunities.</li> <li>Tap into other Melbourne events and activations.</li> </ul>	Community manager and CoM	Ongoing	N/A



# 4.8 Matrix of Activities – Year 5

Year 5 is about evaluating the previous four years based on goals, objectives and principles. From here it is about planning for the future and building upon the activities and events established in the past four years. By Year 5 it is expected that City Precinct will have grown considerably, and therefore able to introduce a larger and more time intensive activity – the History of Small Traders project, which is about commemorating Melbourne’s small traders past and present.

OBJECTIVES:

 MARKETING










 MEMBER BENEFITS

 MEMBERSHIP DRIVE

 ORGANISATION DEVELOPMENT

 COMMUNICATION & ENGAGEMENT

 PUBLIC FACING ACTIVITIES

OBJECTIVE	ACTIVITY	DESCRIPTION	ACTIONS	RESOURCING	TIMING	COST
	Partner with CoM to establish the History of Small Traders Project.	It is about celebrating Melbourne’s small traders, those who have and continue to make Melbourne vibrant and great.	<ul style="list-style-type: none"><li>Partner with CoM.</li><li>History of Traders Instagram posts.</li><li>Create ‘History of Small Traders’ page on the website.</li><li>Work with CoM to commission outdoor paving commemorating historically significant small businesses.</li></ul>	Community manager	Six months	\$3,000
	Create a New 5-Year Plan	Evaluate the previous four years in terms of objectives, goals and principles. Establish a new or continued direction for City Precinct.	<ul style="list-style-type: none"><li>Evaluate the previous four years in terms of objectives, goals and principles.</li><li>Engage members to establish a new or continued direction for City Precinct.</li><li>Create new plan for the future.</li></ul>	The board	Three months	N/A
ONGOING ACTIVITIES						
	Regular and Ongoing Communication and Marketing	Implementing the communication and marketing plan to ensure ongoing and valuable engagement with members and CoM.	<ul style="list-style-type: none"><li>Communication and engagement with members on the Facebook Group.</li><li>Regularly posting and sharing member content on Instagram.</li><li>Ongoing and consistent communication with CoM.</li></ul>	Community manager	Ongoing	N/A
	Walking Tours	Continue to run the previously established walking tours. Option to update/change the tours based on new members and trends.	<ul style="list-style-type: none"><li>Plan walking tour including booking.</li><li>Communications and marketing.</li></ul>	Secretary	Bi-monthly	\$2,000
	Social Events	Social events for members to get to know each other and connect.	<ul style="list-style-type: none"><li>Planning the events, venue and catering.</li><li>Communications.</li></ul>	Community manager	Bi-monthly	\$1,500
	City Precinct Mini Masterclasses	Continue to regularly host City Precinct Mini Masterclasses based on the needs of members.	<ul style="list-style-type: none"><li>Create a Facebook poll to gather areas of interest or current needs of members.</li><li>Hire an expert and experienced facilitator to conduct the masterclass.</li><li>Planning for the event; location and catering.</li><li>Marketing and communications to the members.</li></ul>	Community manager	Quarterly	\$10,000
	Conduct Regular Market Research	Conduct quarterly market research and monitor social media analytics to understand City Precinct’s key audiences and any demographic changes or shifts to respond accordingly. Work with CoM to access insights into spend, visitor numbers and customer segments.	<ul style="list-style-type: none"><li>Work with CoM to access data.</li><li>Share data with members.</li><li>Potential to hire a marketing agency to conduct research in response to a new project or changes to an activity run by City Precinct.</li></ul>	Community manager and CoM	Quarterly	N/A optional \$5,000
	Partner with CoM to deliver streetscape improvements in the activation zones.	Continue to work with both members and CoM to deliver streetscape improvements in activation zones in response to the needs of members.	<ul style="list-style-type: none"><li>Work with CoM to deliver streetscape improvements in response to members needs.</li><li>Continue to define key activation zones based on the clustering of members.</li></ul>	Community manager and CoM	Ongoing	N/A
	Partner with CoM to deliver streetscape improvements in the activation zones.	Continue to work with CoM to deliver light-touch, low-cost but effective public realm activities in the activation zones to draw people into the city and support members.	<ul style="list-style-type: none"><li>Work with CoM to deliver public realm activities in activation zones in response to current trends and opportunities.</li><li>Tap into other Melbourne events and activations.</li></ul>	Community manager and CoM	Ongoing	N/A



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